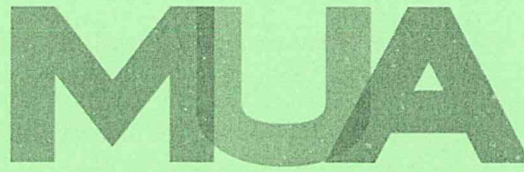


The  
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**POST GRADUATE UNIVERSITY EXAMINATIONS**

**SCHOOL OF MANAGEMENT AND LEADERSHIP**

**DEGREE OF MASTER OF MANAGEMENT AND LEADERSHIP**

**MML 5112: ETHICAL LEADERSHIP**

**DATE: 4<sup>th</sup> AUGUST 2016**

**DURATION: 3 HOURS**

**MAXIMUM MARKS: 60**

**INSTRUCTIONS:**

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **FOUR (4)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **TWO** questions.
6. Question **ONE** carries **30 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided**



**QUESTION ONE**

**Read the Case Study below carefully and answer the questions that follow:**

One of the most serious problem facing organizations today is impoverished ethical behavior and nonexistent ethical leadership. The trust in leadership is waning and the situation is worsened by an alarming increase in misconduct by employees at all levels. It has been discovered that sixty-six per cent of people question if ethics within leadership even exists leading to a "a crisis of trust". The conclusion is that the biggest problem in organizations and individuals today is a lack of trust.

This lack of trust can be attributed to what is referred to as the "shadow side" of leadership. These shadows include the negative influences of "power, privilege, deception, inconsistency, irresponsibility, and misplaced loyalties" . Unfortunately, over time followers become exposed to the consequences these shadow behaviors cause, and lose trust in the integrity of their leader.

This has lead to interest and concentration on the topic of ethical leadership. How does one lead a company in an ethical manner while also producing a plethora of profits?

Executives admit that following the law and obeying regulations are not what makes ethics complicated. They even disclose that influencing others to do the right thing is not the problematical part of ethical leadership. Rather, the complexity of ethical leadership exists in the gray areas of who is responsible when problems occure

The other major concern is how do leaders develop ethically, should they be taught through academics and or is it an inborn thing? The reason behind this rationale is each individual approaches ethics with a biased point of view. With knowledge, leaders are better able to shed their incorrect ways of thinking and are liberated to think ethically and without bias.



Some authors have argued that ethical principles may be learned but ultimately originate from a religious faith or spiritual foundation leading to the notion that those who integrate faith into their workplace are more often considered ethical leaders.

A major concern is ensuring that leaders develop ethical maturity and they can influence followers to pursue ethical living

As mentioned the organizational climate is facing a crisis of trust between leaders and their respective followers. Small gap between what a leader says versus does creates ethical dilemmas for followers and an ethical leader is expected to have no gap between actions and words.

**Required:**

- a) Basing your argument on the above issues, discuss the solutions you will provide in promoting ethical leadership in organizations. **(10 Marks)**
- b) As mentioned above organizational climate is facing trust crisis between leaders and followers. Discuss the options a leader can consider in ensuring the trust is maintained **(12 Marks)**
- c) Discuss the factors that contribute towards unethical leadership in organizations **(8 Marks )**

**QUESTION TWO**

- a) With relevant examples discuss how utilizing the principles of ethical leadership can improve the performance of organizations in Kenya **(10 Marks)**
- b) Discuss the role of ethical theories in guiding leaders of organizations **(5 Marks)**

**QUESTION THREE**

- a) Discuss the manner you will execute authority ethically to influence your organization followers to meet organization goals **(8 Marks)**



- b) Evaluate the philosophy of Immanuel Kant in promoting ethical leadership in an organization ( 7 Marks)

**QUESTION FOUR**

- a) With relevant examples discuss how ethical leadership can help improve standards of living in a country. (10 marks)
- b) Discuss the rationale behind developing an organizational code of conduct (5 marks)